10-PAGE SPECIAL

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'The law shouldn't hinder corporate growth'

BIG BOSS
secretary, ministry of corporate affairs | r bandyopadhyay

0976-2906

Smt. Sonia Gandhi
President, UPA

Dr. Manmohan Singh
Prime Minister

HARYANA

NURTURING THE GIRL CHILD

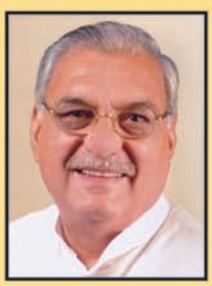
Schemes Implemented For The Welfare Of The Girl Child

- Under **'Ladli Social Security Allowance Scheme'**, a monthly pension of Rs. 500 is given to those parents, who have only girl child or children, from the 45th birthday of the mother or the father whosoever is older. This benefit will continue till the beneficiary attains the age of 60 years after which they would be entitled to Old Age Allowance.
- An incentive based scheme **'Ladli'** has been introduced by the State Government to combat the problem of female foeticide. Under the scheme, which is applicable August 20, 2005 onwards, on the birth of second daughter Rs. 5000 per year are given to the new born girl and her mother for five years.

The Haryana Government is committed towards the betterment of women.

Deeply concerned about the adverse sex-ratio, the State Government has taken a number of initiatives to arrest this trend. Many incentive based schemes have been implemented to bring about a constructive change in the mindset of the people and to impart dignity to the girl child. An environment is being created so that a girl child can achieve her potential.

Bhupinder Singh Hooda
Chief Minister, Haryana



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From the Editor-in-Chief

BUREAUCRACY in any country is simultaneously the best of all worlds and the worst of all worlds. The term has acquired a universally negative connotation because of its association with Kafka's nightmares, dictatorial oppression, Catch-22 dilemmas and, of course, inaction, procrastination, passing the buck, high-handedness and impersonalism. This is borne out in amplitude in this month's special – a unique, scientific online survey based on a sample size of 340 responses to determine public perceptions on the positive and negative aspects of the Indian administrative system.

It may be a dipstick measurement, but it should be a useful tool in the hands of senior administrators like Cabinet Secretary KM Chandrasekhar, and Secretary Prajapati Trivedi who are undertaking administrative reforms and attempting to implement new performance evaluation systems to make our bureaucracy more responsive to national goals.

A low 13 per cent of the respondents were satisfied with the system. They saw as the focal positive aspect of the IAS not yeoman service but rather the fact that the service provided a decent living standard and good working conditions for the incumbents! The most important negative feature of the IAS system was that officers serve more their political masters and less the public.

One fascinating aspect of this survey is that it compared the higher bureaucracy with the lower bureaucracy. And in this evaluation another surprising element surfaced. Respondents saw as a "positive" factor the great dependence on the lower bureaucracy by the seniors. In other words, the *bada babu* is unable to function without the *chhota babu*. Whether this finding reveals the quality of leadership of the elite IAS is another matter. But it does, however, establish the primacy of the Lower Division Clerk and the Section Officer in the affairs of state.

And the most negative characteristic of the lower bureaucrats? They have no sense or appreciation of wastage of public money.

Does the solution lie in doing away with all bureaucracy? In the context of the modern state this is impossible. Even anarchists create a bureaucracy – the combined organizational structure, procedures, protocols and set of regulations to manage activity in large organizations. As the authors point out, bureaucratic practices have existed at least since the Chinese and Assyrian cultures of some 5,000 years ago. But the growth of bureaucracy can only be explained within the context of the emergence of the modern state. Bureaucracy has often been described as the engine room of the state.

Current reformers of the Indian system would do well to study this poll carefully. And I would advise them to come to grips with a letter written by the towering European intellectual, Baron von Grimm: "The real spirit of the laws in France is that bureaucracy... the offices, clerks, secretaries, inspectors are not appointed to benefit the public interest, indeed the public interest appears to have been established so that offices might exist." He wrote that on July 15, 1765. Two hundred and forty-five years ago, this contemporary of Diderot may well have been writing about 21st-century India.

INDERJIT BADHWAR

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Cover Photograph: RAJEEV DABRAL

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Silence is the PM's flaw

I have some significant problems with your undue praise for and attention to Manmohan Singh ("From the Editor-In-Chief", *gfiles*, June 2010). It is people like him who are representative of the problem, not the solution.

As someone who worked at CSIR, whistleblew, and had to leave the country due to threats, I can assure you that to promote Manmohan Singh as "honest" is inappropriate. There are many "honest" bureaucrats in India. But that standard is not sufficient for change. He sits silent amid the filth of the most corrupt Cabinet members, who move money and influence, to the larger detriment of the Indian people.

What the world needs is a courageous warrior, who speaks up, acts and exposes boldly what is going on. I can assure you from my intimate experience in the government that 10 good courageous souls with the wherewithal to expose the reality are what is needed versus "honest" politicians. For "honesty" is a commodity which modern PR can manufacture any day.

Dr VA Shiva Ayyadurai, Fulbright Scholar and Faculty Lecturer, MIT, US, *via email*

Your praise for the new Chief Justice of India is well-timed and deserving but the real test will be when the judges of the higher judiciary (High Courts and above) will have to show results by disposing of cases with an urgent sense of duty and devotion. There is no check on them. How many cases are disposed of by a particular judge within a fixed time-frame? Good luck to Justice SH Kapadia.

Surinder K Datta, *on blog*

Andhra shows the way

Instead of just "file movement" ("By the Way: Hard Drive for Soft Files"), why not make every office in the government transparent? Just like the IT and Communications Department, Government of AP:
http://kmbank.ap.gov.in/Menu.aspx.

CJ Karira, *on blog*

Attestation or fraud?

I agree with "The donkey's saddle". Notarizing and attestation are creating so many frauds nowadays. Good article.

Sandeep Patil, *on blog*

Gyaneshwar's post

There is an error in the introductory note on Gyaneshwar Singh ("Talk Time: The security game will be more gadget drive"). He was SP and not DSP of Una, Kangra, Hamirpur, Solan, Kinnaur.

Anju Srivastava, *on blog*

Public indebted to Bir

Jasbir Singh Bir is a truly sensitive and dutiful government officer, which is clear from his opting for voluntary retirement ("When a head rolls..., May 2010). The public of the area is really against the parking of buses in the market but the government does not pay heed. Only this sincere officer has resisted the politicians for the cause of the public and the people of SAS Nagar are really indebted to the officer for raising his voice against the government.

Beant Singh, *on blog*

The callous public representatives have made the sensitive and dutiful government officer quit his job, thus making a mockery of administration.

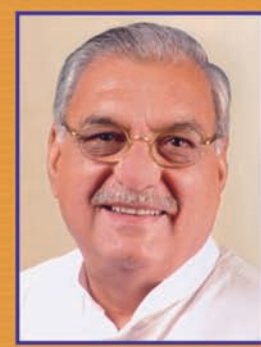
Inderpal Singh Oberoi, *on blog*

The voluntary retirement by such a senior officer is in no way to take on a VIP family, it was due to resentment at facing hindrance in his sincerest discharge of duties and his sensitivity towards public grievances. The officer felt bad when the orders of the Punjab and Haryana High Court were not implemented by the district administration.

Amarjit Kaur, *on blog*

Grant Money Under Indira Gandhi Priyadarshini Vivah Shagun Yojna Increased More Than Two Times

- 'Shagun' grant money to families belonging to Scheduled Castes living below the poverty line for the marriage of their daughters and to widows belonging to all sections of society for their own re-marriage as well as for the marriage of their daughters increased from **Rs. 15,000 to Rs. 31,000**.
- 'Shagun' to other poor families living below the poverty line increased from **Rs. 5100 to Rs. 11,000**.
- **'Indira Bal Swasthya Yojna'** and **'Nehru Drishty Yojna'** are implemented in the State.



Bhupinder Singh Hooda
Chief Minister, Haryana

हरियाणा की महिलाओं का बढ़ाया सम्मान
कन्या भ्रूण हत्या रोकने का अनूठा निदान

IPRDH

'The law shouldn't hinder corporate growth'

Driven by the desire to usher in modern management practices in the industrial sector, he has introduced e-stamping with MCA-21 to facilitate e-registration of companies. Rules for the Limited Liability Partnership Act have been framed and a series of workshops has been organized across the country for the benefit of investors. Meet R Bandyopadhyay, (IAS/West Begal/1974) Secretary, Ministry of Corporate Affairs (MCA). He was earlier Secretary, Department of Public Enterprises in the Ministry of Heavy Industry and Public Enterprises. During his tenure, the number of Navratna companies grew from 12 to 18. He also developed the concept of Maharatna for very large profit-making Central Public Sector Enterprises. He was instrumental in implementing a new pay package for the executives of all the Central Public Sector Undertakings (PSUs).

INTERVIEWED BY ANIL TYAGI AND GS SOOD

gfiles: *What is your ministry doing to uplift the standard of corporate governance in India?*

R Bandyopadhyay: Since last year, we have taken a number of initiatives to improve matters in corporate governance. The Federation of Indian Chambers of Commerce and Industry (FICCI), Associated Chambers of Commerce and Industry (ASSOCHAM) and Confederation of Indian Industry (CII) have joined hands with us in our mission. In December 2009, we held the first-ever India Corporate Week and conducted 124 programmes throughout the country on corporate governance, corporate social responsibilities, International Financial Reporting Standards (IFRS), auditing and so on. CII, FICCI, ASSOCHAM, Bombay Chamber of Commerce and Industry, PHD Chamber of Commerce and Industry, Institute of Chartered Accountants of India (ICAI), Institute of Cost and Works Accountants of India (ICWAI) and the Institute of Company Secretaries of India (ICSI) extended their fullest cooperation to us. Two booklets prepared by the Ministry – *Voluntary Guidelines on Corporate Governance* and *Voluntary Guidelines on Corporate Social Responsibility* — were released. They contain guidelines and tips to help Indian companies achieve the highest standard of corporate governance. These publications have produced an enormous impact and we are getting an enthusiastic response from the corporate sector since their release.

We have also created a specialized organization, viz. National Foundation for Corporate Governance, chaired by the Minister for Corporate Affairs. It has a Board of Trustees of which I am the Chairman.

gfiles: *But little has been delivered on the all-important front of investors' protection. What are you doing to empower investors so that they can take informed decisions?*

RB: We are vigorously promoting and propagating the vital programme of investor education and protection under the auspices of the Investor Education and Protection Fund. In July, we are organizing a massive programme on investor education and protection throughout the country. Apart from various other institutions, we've also involved Securities and Exchange Board of India (SEBI), RBI, National Stock Exchange of India (NSE), Bombay Stock Exchange (BSE), and the Multi Commodity Exchange of India for active participation in this programme. The All India Management Association (AIMA) and some of the Indian Institutes of Management (IIMs) have shown keen interest in these development programmes. We plan to organize 3,000 investor education and protection programmes throughout the country this year.

gfiles: *But these impressive figures only serve the purpose of record and hardly any concrete delivery takes place on the ground level. We remain just content with meeting targets in terms of numbers, unmindful of the practical effectiveness of the entire exercise.*

RB: Numbers alone do not limit us. Simultaneously, we are doing three other activities: 1) preparing a booklet, *Trainers' Training* which will be released in July. This will ensure that the person who is educating the investors should know all that needs to be delivered to them. We'll print thousands of copies and will also allow all the associations to print as many copies as they like without any copyright. 2) A smaller booklet of 20-25 pages will be translated into all regional languages. It will give basic guidelines about investors' rights, risks associated with different investment alternatives and so on.

RAJEEV DABRAL

Our slogan is "Informed Investor – An Asset to Corporate India". Our duty is to make investors aware of their rights and responsibilities. However, it's not our job to suggest they invest in this or that company. 3) We have developed a website for investor protection under the Investor Education and Protection Fund (IEPF) that will be translated into all the regional languages. Also, we'll make investor education-related programmes for the electronic media.

'We have developed a website for investor protection under the Investor Education and Protection Fund (IEPF) that will be translated into all the regional languages.'

gfiles: *The main problem in this exercise is lack of qualified resource persons.*

RB: I don't have a problem as I don't depend on government officers only. I have 1,65,000 chartered accountants, 50,000 cost accountants and 25,000 company secretaries associated with my Ministry. They are not only the most qualified people for this purpose but have also evinced keenness to be associated with this programme. Even if 10 per cent of them are active, the programme will be a success.

gfiles: *The New Companies Act is likely to be enacted by the year's end. What are its notable features?*

RB: We believe in the concept of enlightened regulation i.e. before we make a law, we collect information relating to that from various sources, put it on our website for comments and critical inputs from all the stakeholders and then finalize the legislation. We also wish to have inclusive corporate growth — taking care of the common man's interests in the corporate sector. All that we have talked about investor education gets covered here.

The main focus of the new Act can therefore be summed up in two simple phrases: 1) Corporate growth with enlightened regulation, and 2) Corporate sector with inclusive growth.

gfiles: *What steps are you taking to remove the lacunae in the present law to prevent Satyam-like scams?*

RB: I don't know what lacunae you are talking about. The Bill focuses more on preventive steps. The functioning of directors, independent directors, auditors, and company secretaries is being fine-tuned to make them more accountable. An affair like Satyam would not have happened had the concerned people performed their duties properly. The Bill seeks to tighten the internal and external check systems. We are trying to develop certain parameters that can work as an early warning system such as abnormal decline or increase of profits and so on. We have released voluntary guidelines on corporate governance that talk of rotation of auditors, the role of independent directors, the responsibilities of the executive

functionaries and so on.

gfiles: *If we look at various scams such as vanishing companies, fly-by-night operators, promoters misusing public money, manipulating stocks, misrepresentation in the prospectus, window dressing of accounts, and so on, it appears that the law is not a deterrent.*

RB: Our experience is different. Every time the rules are made, people tell us they are very stringent and we receive a number of representations about over-regulation of the corporate sector. The Indian Penal Code (IPC) and the Criminal Procedure Code (CrPC) are very stringent, but people still commit crimes and even murders. What is important is to stick to the ethical values and to develop and maintain appropriate regulatory procedures.

gfiles: *What, according to you, is a happy state of affairs for a company?*

RB: A company should work like a responsible corporate citizen with more disclosures and transparency in its functioning. Here comes the concept of what I earlier described as enlightened regulation which comprises two aspects — more disclosures and compliance or explanation. There may be a situation where you are not able to comply — you have to explain it, not to the government but to your own stakeholders.

gfiles: *But your legislative framework appears to be made for listed companies which are otherwise subject to scrutiny by the public eye, investors, shareholders, analysts and so on. Most unlisted companies can easily avoid such scrutiny. Out of around eight lakh companies registered with the Ministry, the exercise is focussed on 5,000 or so listed companies. The unlisted companies have also invested large capital and have taken loans and so on from banks and FIs. Don't they also need to be regulated properly?*

REUTERS

Satyam scam's Raju: whither vigilance?

'The main focus of the new Act can therefore be summed up in two simple phrases: 1) Corporate growth with enlightened regulation, and 2) Corporate sector with inclusive growth.'

RB: Our Ministry does not work for the listed companies only for whom there is a separate regulator called SEBI of which I am also a member. This MCA looks after any organization which is registered as a company under the Company Act. We have 8.5 lakh registered companies. The Act does not differentiate on the basis of listed or unlisted but on the basis of private and public. We have around 82,000 public companies. We have MCA-21 where the directors' reports, annual, and other reports are to be filed. But it is not for listed companies alone. All that applies to unlisted public companies as well as to private and all other types of companies. You can check out the reports of any company on MCA-21 which is on our website.

gfiles: *But half of the companies do not even file their reports....*

RB: That is not really correct. Due to changes in the situation, some companies are not able to raise the paid-up capital. Their names are still there but they are not working or are defunct. On May 30, 2010, we introduced the Company Law Settlement Scheme 2010, giving defaulting companies the opportunity to make good by filing belated documents and to become a regular compliant company in the future. The Easy Exit Scheme 2010 gives them the opportunity to get their names struck off from the register by following a simplified

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procedure under Section 560 of the Companies Act, 1956.

gfiles: *But you charge a hefty fee....*

RB: The fee is not important. The procedure is a far bigger impediment. Usually, it takes decades under the liquidation scheme, going to the High Court, Official Liquidator and so on which is very difficult and people don't know which office to approach. I'm very sure that after three or four months, if you come back to me, another 2-2.5 lakh companies' problems will be sorted out. I believe that these two schemes will solve 60-70 per cent of the problems. For the remaining 30 per cent, which are under litigation or inquiry, we can't offer the Easy Exit Scheme. But my theory is that, like every person in the country is counted in the census, every company, defunct or otherwise, needs to be counted. If some registered company is not on the MCA-21 list, we should know why.

gfiles: *What kinds of cases are investigated by the Serious Fraud Investigation Office (SFIO)? The success rate of investigation and prosecution by SFIO is very low.*

RB: The SFIO is a multidisciplinary organization to investigate serious financial fraud that involves violation of multiple provisions of the law. It takes up cases that are usually recommended by the Registrar of Companies (ROC). We are seriously looking at this issue and thinking of giving SFIO the prosecution powers it doesn't have since it is only an investigative agency. Once it has more teeth, we can hope for speedy disposal of cases.

gfiles: *With the MCA-21, you collect so much information about companies. Using your database, private enterprises like CMIE, Capitaline are making money. Why are you not evolving a self-sustaining mechanism for your Ministry by using the data and making it available for a fee?*

RB: *(Laughs)* You have said something I have been thinking about. But the government can't do this type of business. Everybody is reporting to us as they are supposed to do it under the law. CMIE and other organizations are collecting the information themselves and doing business. Here we are collecting it as a regulatory authority, for our own use. We have now started providing information free or for a small fee for public use.

Ambani with father's portrait: finally a corporate smile

'We have released voluntary guidelines on corporate governance that talk of rotation of auditors, the role of independent directors, the responsibilities of the executive functionaries and so on.'

gfiles: *Do you have more schemes like MCA-21 that have worked wonderfully?*

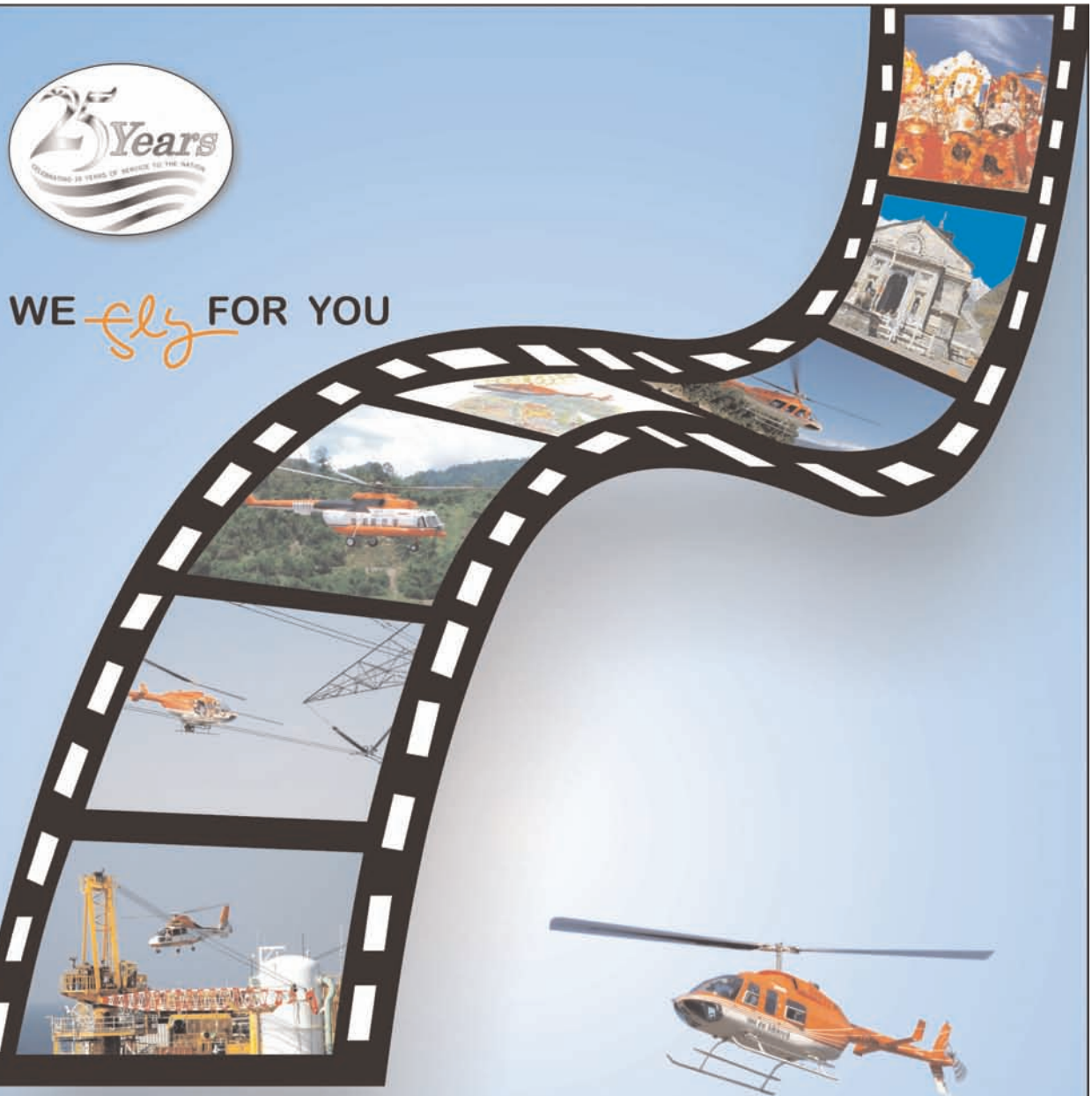
RB: We have a scheme for the official liquidator because the liquidation process takes a lot of time. There are many reasons, one of which can be sorted out through e-governance mode. But MCA-21 has also been improved by adding a lot of things, the most important being e-stamping. Since stamp duty is with the State government, you may be getting everything else done very quickly but paying the stamp duty takes a lot of time. So, in consultation with the States and the RBI, we have established a system where the stamp duty can be paid through the e-governance system. Sometimes people commit mistakes (which are not deliberate), say, while filling in the form under MCA-21. We have now created a provision for rectification.

gfiles: *Are your officials equipped to handle the accounting, financial or other technical aspects relating to the corporate sector?*

RB: The majority of our staff is drawn from a specialized service cadre, the Indian Company Law Services (ICLS). The recruitment policy of ICLS was such that almost half of them were lawyers and the other half were accountants. These ICLS officers are the backbone of this Ministry and they even go up to the level of Joint Secretary.

gfiles: *Doesn't duplication of regulatory powers and areas of conflict between the MCA, SEBI, RBI and Ministry of Finance for the same corporate entity make it difficult to enforce rules?*

RB: A Ministry's job is quite different from that of a regulator. MCA is not a regulator but a Ministry like Finance or Law, whereas SEBI is a regulator. The Finance Ministry is the administrative Ministry for the RBI, SEBI, Insurance Regulatory and Development Authority (IRDA) and so on. Similarly, the MCA is the administrative Ministry for regulators like ROCs, Regional Directors and organizations like ICAI, ICWAI, ICSI, CCI, CLB (a court regulator) and so on. The MCA is a Ministry and is mainly concerned with taking policy decisions and reports through the Minister to the Cabinet and Parliament. It is a relatively new Ministry and was earlier part of bigger Ministries like Law, Justice and Company Affairs or the Ministry of Finance and Company Affairs. g



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Stalin is father's heir

anointed at coimbatore gala

TAMIL Nadu Chief Minister M Karunanidhi is on a mission to establish Deputy Chief Minister and son MK Stalin as his heir apparent. And there is not an iota of opposition anywhere in the State. Coimbatore was the chosen venue for the anointing. The State's second biggest city, called the Manchester of the South for its textile industry, was all decked up for the World Tamil Classical Conference held there for five days from June 23.

To the delight of Coimbatoreans, the roads and colonies got a facelift. The children of the city and, indeed, the State welcomed the conference for it not only helped promote Tamil as a language but all the educational institutions had a five-day holiday.

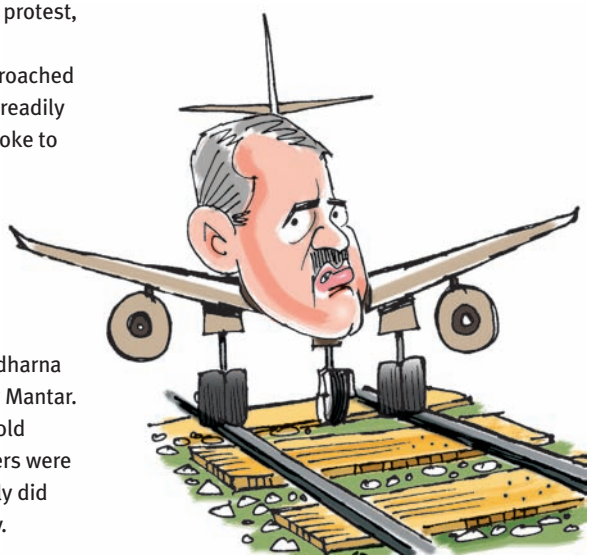
Inaugurated by President Pratibha Patil, the conference was an apt occasion for Karunanidhi to formally anoint Stalin as his successor ahead of next year's Assembly elections. Stalin and sister Kanimozhi visited Coimbatore almost daily to oversee the preparations. One person who remained noticeably in the background was their brother and Union Minister, MK Azhagiri.

Mamata diatribe against Patel

urges dharna by air india union

MINISTER for Railways Mamata Banerjee is wont to freely expressing annoyance even if it riles ministerial colleagues or coalition partners. Recently, when Air India employees went on strike and Praful Patel, Minister of State for Civil Aviation, tried to break up their protest, the Air India Aircraft Employees Union approached Mamata for help. She readily met them and then spoke to Patel on their behalf.

But Patel was not ready to budge. Mamata flew into a rage and instructed the trade union leaders to organize a dharna against Patel at Jantar Mantar. "I will join you," she told them. The union leaders were taken aback and wisely did not adopt her strategy.

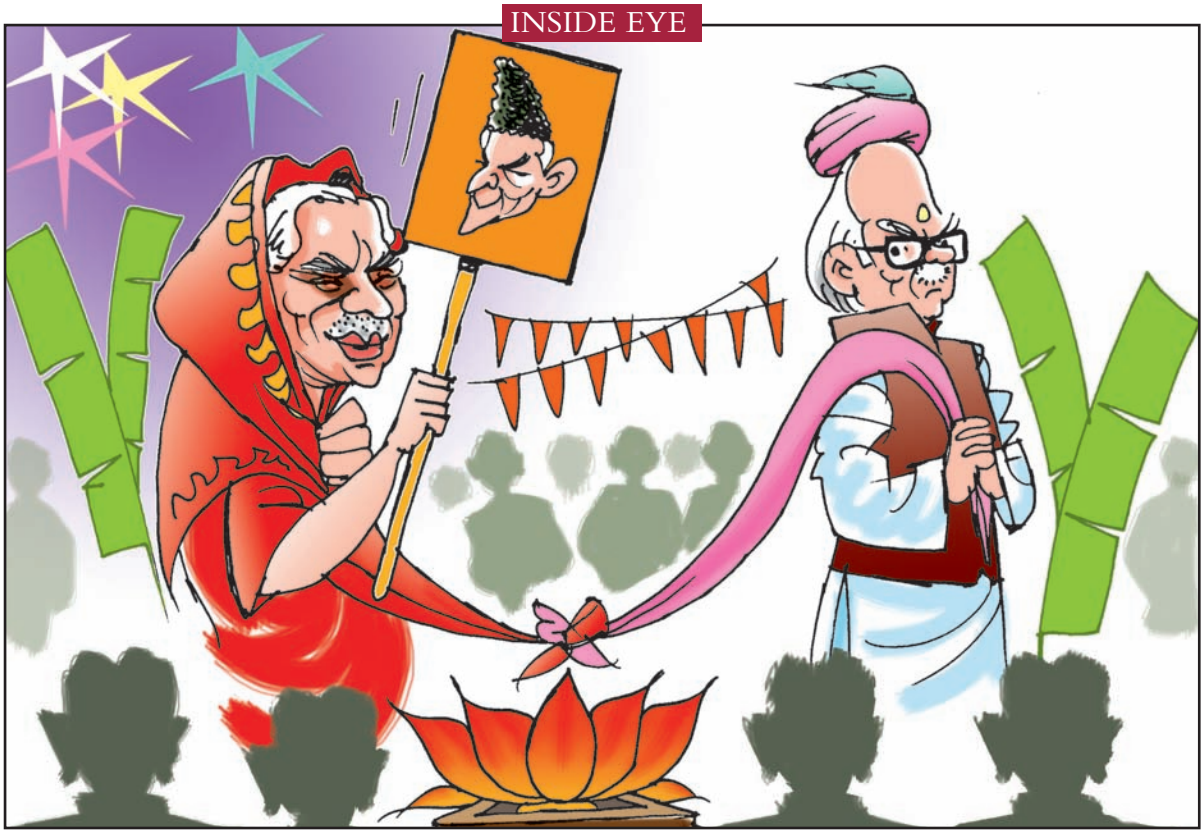


Digvijay on Musharraf

leader's anecdotes about president

INTERESTING stories abound about Digvijay Singh, the Independent MP from Banka who died recently in London after a heart attack. "Dada", as he was known to friends, was a follower of Chandrasekhar and rose to national status in a short span. He disagreed with Bihar Chief Minister Nitish Kumar over dishonouring George Fernandes and proved his unsurpassed popularity in his own constituency.

Digvijay was minister-in-waiting when Pervez Musharraf came to Agra and escorted the Pakistani President in Delhi. As they passed along 30 January Marg, Musharraf remarked, "Your roads are named after dates." Digvijay replied, "Your Excellency, this road is named after a date because



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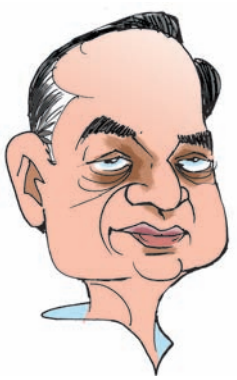

Mahatma Gandhi was assassinated by Nathuram Godse on 30 January for agreeing to pay Rs 60 lakh to Pakistan at the time of Partition."

Musharraf then asked if there was a road named after Mohammad Ali Jinnah. Digvijay counterquestioned, "Your Excellency, do you have a road named after Mahatma Gandhi?"

According to Digvijay, the Agra Summit failed because Musharraf, leaving his hotel suite to sign the agreement, heard Sushma Swaraj say on TV: "We have every right to Kashmir, Pakistan can say whatever they feel like." The President plonked back on the sofa and said, "What face will I show to my people if I sign?"

The Nitish-Lallan split

cm sees red over friend's ways

CONSIDER this: two politicians are friends, one is a Chief Minister and the other an MP and both rule the state. Can there be any reason to split? Well, yes. Bihar CM Nitish Kumar and Rajiv Ranjan Singh alias Lallan Singh were great chums but have fallen apart.

Lallan was in charge of cash collection and distribution on behalf of Nitish and negotiated deals. Complaints about the collection and inaccurate disclosure of sums collected made their way to Nitish but he kept mum.

Then, a road development contract of Rs 1,100 crore was up for award. Lallan Singh promised it to a construction company and reportedly took an advance, out of which he then doled out some amount to one or two JD (U) politicians in Delhi. But a bureaucrat close to Nitish closed the deal with another construction company.

When Lallan sought Nitish's intervention, the CM refused. Lallan started throwing tantrums in public and Nitish put his foot down. They parted ways. g

ALL IS NOT WELL

A scientific poll reveals that the steel frame is crumbling and needs desperate remedial measures

This online survey, a sample size of 340 responses, gauged public perceptions of the Indian administrative system. It was conducted by Dr Prem Lal Joshi, Senior Professor, University of Bahrain, and Dr Rajesh Kumar, Assistant Professor of Finance, Institute of Management Technology, Dubai.

SHARAD SAXENA

Choking under paper: national burden

ONLY 13 per cent of the respondents were satisfied with the system. The most important positive aspect with respect to the IAS system as perceived by the respondents was the factor of decent living and working conditions. The most important negative aspects of the IAS system as perceived by the respondents were the tendency to serve more their political masters and give less to public service.

The most important parameter that emerged with respect to positive aspects of the lower bureaucracy was the greater dependence on the lower bureaucrats by the seniors. With respect to negative aspects of the lower bureaucracy, respondents ranked highest the factor that lower bureaucrats had no sense of wastage of public money.

In terms of age analysis, it can be concluded that the longer the experience with the system,

the more negative the attitude people develop towards it. The analysis on the basis of residency reveals that Indian residents hold much stronger negative views about the IAS system compared to their NRI counterparts.

The IAS System

Strengths and Positive Aspects

One of the highlights of the survey was that about 79% of respondents believe that the IAS system has the power to take decisions which directly affect people. Approximately 81% of the respondents felt that "there exists decent living and working conditions for the IAS officers". Similarly, over 72% of the respondents felt that there is enough scope for promotion and new challenges for the profession. As high as 67.4% of the participants in the survey believe that the system is still capable of attracting good talent into the cadre through its strong recruitment process. Over 68% state that there is an aura in the public about the service. These positive points generally attract the best talent of the country into the IAS services.

Weaknesses and Negative Aspects

An overwhelming 93.5% of those surveyed were of the opinion that in the IAS system, 'the tendency is to serve their political masters more than the public", which, perhaps, indicates that they are more politicians' servants and less public servants. In public perception, this sounds like some kind of an unholy nexus between the two which may be susceptible to misuse of the system as the bureaucrats may dutifully protect the interests of politicians. This finding really suggests the need for taking a close look on this issue by the policymakers and administrative reformers. Similarly, approximately 92% of the respondents are of the view that the "overinsured job security has made the IAS officers indolent and supremely arrogant". In spite of this, the IAS officers are so entrenched that they advance smoothly to senior positions.

Furthermore, 89% of the respondents held the view that the "reward system is basically skewed towards the corrupt officers who get prime postings while the honest officers often get punishment transfers". About 85% of the respondents who took part in the survey agreed that the IAS system "encourages only generalists and not management specialists". This finding calls for introduction of a lateral recruitment process into the system in order to enhance professionalism and make it more efficient and effective. It is widely held that there are three types of activities involved in the system, viz. (1) transaction analysis, (2) strategic analysis, and (3)

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Crowded income tax office: people's nightmare

Parameters & samplings

The present Indian bureaucratic system is the arm of government. It is technically considered a branch of the executive. However, the legislature also has some control over its functioning. Administrative bureaucracy in India is the byproduct of two major sets of influences: the British tradition of the past and the democratic welfare state of the present. It represents the features of a British era legacy, a conservative steel framework, and a "touch me not" attitude. As a result, the system has been often subjected to criticism that Indian bureaucratic dysfunction has become a norm. However, it is argued that the same system has stood the test of time and survived for the last sixty years. Under the same system, India has achieved the second highest economic growth rate in the world, as of now.

Methodology

In order to ascertain the public thinking and gauge their assessment, a survey was carried out to analyse the public perceptions on the positive and negative aspects of the Indian administrative bureaucratic system using a set of scorecards which may reflect some strengths and weaknesses of the system. People from various walks of life, such as retired persons, government servants, business owners, corporate executives, doctors, engineers, social workers, journalists, academicians and students, have taken part in the three-month online survey on the Indian bureaucratic system. This survey, perhaps the first of its kind, was conducted using a judgmental sampling technique as the population universe is infinite in such sampling. Emails were sent to about 2,500 individuals of IAS associations, teachers' associations, medical associations, retired officers' associations, transparency associations, women's associations, journalists' associations, government employees' associations, engineers' associations, NGOs, entrepreneur associations, MBA associations, management associations, research associations, NRIs' associations/clubs in the Middle East, US, UK, Canada, Australia, Singapore, Malaysia, Kenya, South Africa and so on with a request to participate in this survey. The objective, aim and intention of the survey were explained to them. A total of 340 individuals responded to the online questionnaire, making a 13.6% response rate. The format of the survey instrument and scorecards used in the questionnaire were reviewed by several experts on the subject. The results were statistically tested to understand significant differences in parameters. The research instrument was put online in www.surveymethods.com.

Findings

Of the respondents, 84% were resident Indian nationals and the rest were Non-Resident Indians (NRIs) from thirteen countries. One of the striking features of the survey is that about 59% of the respondents belonged to the age group of above 50 years, who could better recall their experiences with the system than their younger counterparts and thus improve the validity of feedback from the survey.

People in the age group of 20-30 constituted approximately 17% of the total respondents. Retired persons constituted over 30% and government servants 9% of the total sample. Over 63% of the respondents had post-graduate qualifications and 15% had terminal degrees (PhDs).

About 93% of the survey respondents stated that they had dealt with the government system for various services e.g. passport, marriage certificate, death certificate, police services, and other miscellaneous services. About 46% of those respondents were not satisfied with the services provided to them by the system and more than 25% had bad experiences with the system. Only 13.2% considered the system to be ok. Approximately 98% have an interest in the improvement of the Indian administrative bureaucratic system.

An overwhelming 93.5% of those surveyed were of the opinion that in the IAS system, 'the tendency is to serve their political masters more than the public', which, perhaps, indicates that they are more politicians' servants.

strategic planning. However, in order to enhance the latter aspects, lateral entry into the system is a must, particularly when recruiting officers into the technical departments of the government.

Main Constraints

Over 90% of the survey respondents felt that the political pressure is the major constraint of the Civil Service system. Interestingly, 89% of the respondents also hold the view that there is "no appreciation of the citizen's viewpoint and public relations are aimed at mere propaganda rather than establishing rapport with the community".

Lower-level Bureaucratic System

Strengths and Positive Aspects

A vast majority of the participants (77%) believe that one of the positive aspects with respect to the lower-level bureaucratic system is "excessive dependence of senior officers on the junior level bureaucrats". Approximately 62% of those surveyed agreed that the lower-level bureaucratic system constitutes "an integrated and inseparable part of the governing system".

Furthermore, 47.6% considered the "proper documentation and creating memory banks of decisions" as one of the positive aspects of the system.

Weaknesses and Negative Aspects

A vast majority (93%) of those surveyed felt that the lower-level bureaucrats had "no sense of proper utilization of public money and the work is not done in an efficient and timely manner". This is a serious issue and a clear indication of the existence of a cult for wasteful expenditure and non-existence of cost consciousness in the system. Almost 92% of respondents also agree that the lower bureaucratic level in India is "insensitive and hostile in attitude while serving the poorest sections of society". Approximately 91% of the respondents also believe that the "system encourages a culture of connections ("*vasta*" or "*jaan pehchaan*" culture).

Another key weakness of the lower bureaucracy highlighted by 91% of the respondents is that "promotions are based

Some Independent Perspectives

- A 2005 study by Transparency International (TI) in India found that more than 50% of the people had firsthand experience of paying a bribe or peddling influence to get a job done in a public office. Transparency International estimates that Indian truckers pay something in the neighborhood of $5 billion annually in bribes to keep freight flowing.
- The World Economic Forum's "India Competitiveness Review 2009" reports that "Inadequate supply of infrastructure" and "Inefficient government bureaucracy" account for 40% of "The Most Problematic Factors for Doing Business in India" compared to 11% for "corruption". The 2009 survey by the Hong Kong-based Political and Economic Risk Consultancy reported that the Indian bureaucracy is the least efficient in Asia. Further, the report stated that the Indian bureaucracy is a power centre in its own right at both the national and State levels, and is extremely resistant to reform that affects it or the way it goes about its duties. A survey of values carried out by the Management Centre of Human Values, IIM, Calcutta in 1994 found that the relationships with superiors and subordinates are worst in the civil service.
- The Right to Information Act (2005) and equivalent acts in the States that require government officials to furnish information requested by citizens or face punitive action, computerization of services, and various Central and State government Acts that established vigilance commissions have considerably reduced corruption or at least have opened up avenues to redress grievances. The 2006 report by Transparency International puts India in 70th place and states that significant improvements were made by India in reducing corruption.
- The Second Administrative Reforms Commission's report states that the bureaucracy in India is generally perceived to be "unresponsive, insensitive and corrupt" and a common complaint against it pertains to excessive red tapism. The report further states, "The system often suffers from problems of excessive centralization and policies and action plans are far removed from the needs of the citizens. This results in a mismatch between what is required and what is being provided." The end result is that officers perceive themselves as dispensing favours to citizens rather than serving them and, given the abject poverty, illiteracy, a culture of exaggerated deference to authority has become the norm. Over the last decade, liberalization has improved the climate for investment in India. But it is often said that the biggest frustration for potential investors in India is the bureaucracy.

SHARAD SAXENA

on seniority rather than merit and there is a dearth of performance-oriented motivation or even incentives.

Main Constraints

About 79% of the respondents cited "political intervention as one of the major constraints" with respect to the lower-level bureaucracy while 70% cited "fewer opportunities for professional growth" as another major constraint in the lower bureaucratic system.

Analysis and Interpretation of Survey-based Public Perceptions

Transparency and Merit

Over 54% of the total respondents felt that the system is a complete failure. A reasonable majority (54%) held the view that there can be an alternative to the present system and only about 16% said "no".

The respondents were concerned with the degree and extent of corruption prevailing in the system. It was suggested that there should be an effective vigilance mechanism to root out the practice of corruption. A strong judicial system is required to meet the challenges. Promotions and transfers ought to be outside the powers and purview of politicians. The transfers should take place intra-ministry/department and not inter-ministry/department.

Civil service awardees: does merit matter?

Many of the respondents suggested that lateral entry in the system will bring in more professionalism. It was suggested that lateral recruitment will strengthen the system with specialists. Entry to the IAS should be lateral from all other Indian services, including defence cadres, on merit through competition.

There were also suggestions for transparency in public dealings and incorporation of public sentiments in the system.

Some even suggested that civil service personnel should have an army training background before inducting them in civil administration. This would instil a greater sense of discipline, commitment, honesty and patriotism.

Respondents also suggested the need for administrative reforms. There is an urgent need to install, implement, monitor and institutionalize systems, with increased use and due integration of technology to provide transparency, accountability and autonomy. Respondents highlighted measures like Right to Information (RTI) implementation in this context. The importance of e-governance was also emphasized by many respondents. There were also suggestions to free the administration from the influence of politicians.

SOME respondents suggested that selection, training, performance appraisal; promotion and punitive measures should be brought under the purview of a Special Authority at the Centre and State levels. There were suggestions for calling clear criteria for performance-based promotion. Promotions must be made on the basis of merit and not seniority. Incentives must be linked to performances. Some suggested that promotions must be based on competitive exams and services based on contracts for every two years. Furthermore, there should be scope for the public to raise disputes over the appraisal of the performance of the civil servants which should be settled by an independent body and not by government departments.

There were also suggestions for introduction of ethics committees into the system. At the top level a unified civil service is required. Some also highlighted the need for stringent checks at lower levels of the system for better handling of corruption-related issues. Other suggestions included zero tolerance towards political interference and a two-tier pay structure. One widely held view that emerged was that at the higher levels the need is for professionals rather than administrators.

Conclusions

No Feel Good Factor

This online survey based on a sample size of 340 responses was carried out to ascertain public perceptions on the positive and negative aspects of the Indian administrative bureaucratic system. The validity of the survey was enhanced by the fact that about 59 per cent of the respondents belonged to the age group above 50 years, who could better recall their experiences with the system than their younger counterparts.

A vast majority (93%) of those surveyed felt that the lower-level bureaucrats had 'no sense of proper utilization of public money and the work is not done in an efficient and timely manner'. This is a serious issue and a cult for wasteful expenditure.

DESCRIPTIVE STATISTICS

Positive Aspects of IAS System

Parameters	N	Range	Min	Max	Mean Statistic	Std error	Std dev
Decent working and living condition	340	4	1	5	4.03	0.048	0.892
Power to take decisions which can directly affect people	340	4	1	5	4.01	0.057	1.057
Scope of promotion and new challenges	340	4	1	5	3.89	0.053	0.982
Aura in the public about service	340	4	1	5	3.71	0.057	1.04
Attracting good talent into the cadre through strong recruitment process	340	4	1	5	3.67	0.064	1.177
At entry level, bulk of entrants come with lot of idealism and wanting to do public good and take up challenging work	340	4	1	5	3.55	0.058	1.078
High scope for knowledge enhancement, skill building and innovation	340	4	1	5	3.43	0.065	1.199
Despite a reservation policy, this system encourages territorial and national integration	340	4	1	5	3.12	0.064	1.17
Feel good factor that you are doing public service							
High level of flexibility and diversity that sustains an interest in the work	340	4	1	5	3.10	0.06	1.11

The descriptive statistics analysis reveals that the most important positive aspect with respect to the IAS system as perceived by the respondents was the factor of decent living and working conditions. The mean statistic was 4.03 with a standard deviation of 0.892. Another attractive factor of the system was the power to take decisions. Scope of promotion and challenges and aura in public services were also significantly important aspects.

Negative Aspects of IAS System

Parameters	N	Range	Min	Max	Mean Statistic	Std dev	Std error
Tendency to serve more their political masters and less the public	340	4	1	5	4.59	0.038	0.704
The overinsured job security leads to IAS officers being permanent fixtures of the governing set-up, originally intended to be a source of continuity for the system	340	4	1	5	4.54	.037	0.688
The reward system is skewed towards corrupt officers who get prime. postings while honest officers are shunted off	340	4	1	5	4.45	.046	0.852
IAS system encourages only generalists and not management systems Having specialists and experts is essential for rapid growth of the country	340	4	1	5	4.33	.047	0.861
Encourages a rigid bureaucracy with an exclusive process of decision-making in an overly centralized system	340	4	1	5	4.29	.043	.801
The system encourages slow implementation of laws and decisions	340	4	1	5	4.21	0.049	0.904
Working under pressure politics often leads decisions to be based on management by crisis approach	340	4	1	5	4.20	0.047	0.870
The system has immense care for minute details and formalities which often leads to excessive delays unless corrupt methods are used	340	4	1	5	4.14	.055	1.022
The lack of concern for responsiveness, commitment, awareness, accountability and transparency along with the lack of professionalism and cost consciousness	340	4	1	5	4.08	0.052	0.950
Lack of genuine power to deal with their staff who delay files	340	4	1	5	3.70	0.065	1.202

The analysis reveals that the most important negative aspects of the IAS system as perceived by the respondents were the tendency to serve more their political masters and give less to public service. The mean statistic was 4.59 with a standard deviation of 0.704. The other important parameters had mean statistics of 4.54, 4.45, and 4.33 respectively. The respondents believed that the overinsured job security leads to IAS officers being permanent fixtures of the governing set-up; the reward system is skewed towards corrupt officers who get prime postings and the IAS system encourages only generalists and not management systems.

On a comparative basis, the mean statistics of the negative aspects were higher compared to the positive aspects. The highest positive aspect parameters had a mean statistic of 4.03 and 4.01 and the rest below a value of 4. The highest negative aspect parameters had a value of 4.59 and 4.54, with others having a value above 4 except the last parameter. This signifies the extreme opinion held by participants with regard to the negative aspects of the IAS system.

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Positive Aspects of Lower-level Bureaucracy

Parameters					Mean		
	N	Range	Min	Max	Statistic	Std error	Std dev
Greater dependence on them by seniors	340	4	1	5	3.91	0.049	0.906
An integrated and inseparable arm of the governing system	340	4	1	5	3.48	.055	1.017
Knowledge preservation	340	4	1	5	3.20	.051	0.944
Proper documentation and creating memory banks of decisions	340	4	1	5	3.20	0.058	1.064
They make the public aware of government rules and procedures	340	4	1	5	2.88	.065	1.203
Discipline both at top down and bottom up	340	4	1	5	2.81	.064	1.189
Faith in the system	340	4	1	5	2.76	.059	1.08
Loyalty to the system	340	4	1	5	2.66	.065	1.20
Exceptional skills in the case of emergency	340	4	1	5	2.60	.062	1.149
Politeness (compared to IAS system) in dealing with public as they are paid from public money and more often they are the first channel dealing with the public	340	4	1	5	2.39	.066	1.22

The most important positive aspect of lower bureaucracy was the greater dependence on lower bureaucrats by seniors. Respondents felt that lower bureaucrats are an integrated and inseparable arm of the governing system. The statistical comparison between the positive aspects of both higher and lower bureaucracy reveals that the mean statistics values were higher for IAS system compared to lower bureaucracy. The highest mean statistic value for IAS system was 4.03 while for the lower bureaucracy, it was 3.91.

Negative Aspects of Lower-level Bureaucracy

Parameters					Mean		
	N	Range	Min	Max	Statistic	Std error	Std dev
No sense of wastage of public money when things are not done	340	4	1	5	4.55	.039	.725
Lack of concern, hostility in serving the poorer sections of society	340	4	1	5	4.48	.041	.750
The system encourages a culture of connections rather than compliance with rules	340	4	1	5	4.46	.040	.730
Promotions based on seniority rather than merit	340	4	1	5	4.41	.041	.749
Secrecy, unnecessary controls, incorrect interpretation and misuse of rules.	340	4	1	5	4.40	.039	.728
Extremely rigid and mechanical obsession with rules, no concern for output	340	4	1	5	4.39	.041	.750
An abysmal record of serving the public	340	4	1	5	4.31	.043	.792
Lack of modernization	340	4	1	5	4.03	.049	.904
No power to take any decision which often leads to low job satisfaction	340	4	1	5	3.89	.056	1.03
Low salary as compared to officials which also leads to low job satisfaction	340	4	1	5	3.47	.067	1.23

Respondents very strongly felt that lower bureaucrats had no sense of wastage of public money.
They are also insensitive to the concerns of the poorer sections of society. In the case of the lower bureaucracy, the respondents had extreme views on the negative aspects compared to the positive aspects.

Constraints on the System—Higher Bureaucracy

Parameters					Mean		
	N	Range	Min	Max	Statistic	Std error	Std dev
No appreciation of the citizen's views or rapport with community	340	4	1	5	4.39	.041	.750
Political pressure	340	4	1	5	4.39	.046	.847
Collective accountability	340	4	1	5	3.89	.060	1.10
Frequent transfers	340	4	1	5	3.69	.055	1.009
Budgetary constraints	340	4	1	5	3.03	.066	1.218

The mean statistics for the major constraints of the higher bureaucracy were higher than 3.
The parameter of no appreciation of the citizen's viewpoint was found to be the major constraint on the system.

Constraints on the System—Lower Bureaucracy

Parameters					Mean		
	N	Range	Min	Max	Statistic	Std error	Std dev
Political intervention	340	4	1	5	4.13	.054	.992
Fewer rewards for good work	340	4	1	5	3.77	.060	1.105
Fewer opportunities for professional growth	340	4	1	5	3.71	.057	1.056
Coordination and communication	340	4	1	5	3.64	.058	1.07
Adaptability to cope with change	340	4	1	5	3.59	.061	1.118

Political intervention and fewer rewards appeared as the major constraint with mean statistical values of 4.13 and 3.77, respectively, for lower bureaucratic system. Fewer opportunities for professional growth were another constraint in the system.

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From the Editor-in-Chief

IN all my years as a journalist, the rare occasion when the Indian public seemed united in applauding the choice of a person for high office was the selection of Manmohan Singh as Prime Minister by the Congress party. I doubt that most people who hailed this pick did so because of any elaborate study, leave alone perusal, of the good doctor's resume. Even a cursory glance at his curriculum vitae is enough to convince anybody that, as far as cr ...More

COVER STORY | Facilitators

THE DAY OF THE FIXER...IT'S THE SHELF LIFE, STUPID!

THE fixer has become a fixture in the shadowy world of Indian governance. Even though this unique position finds no mention in the official lexicography of India's polity, it has come to occupy an institutionalized status in the affairs of state. The individual occupants, however, have a shelf life. While they are needed, they are larger than life, more powerful than politicians, more omniscient than bureaucrats. Through channels u ...More

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FIRST, RIGHT TO CHILDHO

The Central and State governmen ... have to be involved in making the RTE Act work

by COL R HARIHARAN

HIGH expectations have been kindled with th ... of the Right of Children to Free and Compulsory ... Act, 2009 from April this year. Education Minister Kapil Sibal's description of it as "a momentous step forward in our 100-year struggle for universalizing elementary education" summed up the hype built around it. Only, ...More

GOVERNANCE | Emerge ... Era

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by MG Devasahayam

At th ... 14 ... 47, when the world ... this historic anno ... Minister of inde ... India, dared the people and their le ... "Are we brave enough and wise enough to grasp this opportunity and accept the challenge of the future?"

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DEFENCE | Production & Procurement

The regulatory RIGMAROLE

A jumble of rules and restraints stymie private initiatives to modernize the armed forces

by NARESH MINO ...

IN May 2001, when ... defenc ... sector ... 100 per cent private investment and 26 per cent ... direct investment (FDI), it could hardly have visualized that teething troubles would persist for so long. Yet, even today, private companies aspiring for a foothold in the defence sector face a number of obstacles. The foremost problem is that they h

Justice with integrity

... Oscar Wilde, w ... declared his g ... to a customs officer, SH ... adia ... his op ... ist

by ... TANDON

A JUDGMENT delivered last year in a case concerning the popular word-game of Scrabble perhaps best illustrates the astuteness of the intellect of Sarosh Homi Kapadia, recently appointed Chief Justice of India. The manufacturer of Scrabble had sought tax exemption on the plea that the product was a puzzle and not a game. Kapadi ...More

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Only 13 per cent of the respondents were satisfied with the system. With respect to positive aspects of the IAS system, about 79 per cent of respondents believe that the IAS system has the power to take decisions which directly affect people. Approximately 81 per cent of the respondents felt that "there exists decent living and working conditions for the IAS officers". An overwhelming 93.5% of those surveyed were of the opinion that in the IAS system, "the tendency is to serve their political masters more than the public".

Approximately 89 per cent of the respondents held the view that the "reward system is basically skewed towards the corrupt officers who get prime postings while the honest officers often get punishment transfers". About 85 per cent of the respondents who took part in the survey agreed that the IAS system "encourages only generalists and not management specialists". Over 90 per cent of the survey respondents felt that the political pressure is the major constraint of the civil services system.

WITH respect to the positive aspects of the lower-level bureaucracy, about 77 per cent believe that one of the positive aspects with respect to the lower-level bureaucratic system is "excessive dependence of senior officers on the junior level bureaucrats". A vast majority (93%) of those surveyed felt that the lower-level bureaucrats had "no sense of proper utilization of public money and the work is not done in an efficient and timely manner". Another key weakness of the lower bureaucracy highlighted by 91% of the respondents is that "promotions are based on seniority rather than merit". More than 70 per cent cited political intervention and fewer opportunities for professional growth as major constraints for the lower bureaucratic system.

The descriptive statistics analysis reveals that the most important positive aspect with respect to the IAS system as perceived by the respondents was the factor of decent living and working conditions. The analysis reveals that the most important negative aspects of the IAS system as perceived by the respondents were the tendency to serve more their political masters and give less to public service.

The most important parameter that emerged with respect to positive aspects of the lower bureaucracy was the greater dependence on the lower bureaucrats by the seniors. With respect to negative aspects of the lower bureaucracy, respondents ranked the factor "lower bureaucrats had no sense of wastage of public money" the highest.

Statistical analysis was also carried out to gauge the differences in opinion among the respondents on the basis of classification in terms of professional group, age, residency status and qualification. The analysis reveals that professionals held more extreme opinions about the negative aspects of the IAS system and the lower-level bureaucracy compared to retired people. Statistically significant differences of opinion exist between professional and retired groups with respect to the constraints on the IAS and lower bureaucratic system.

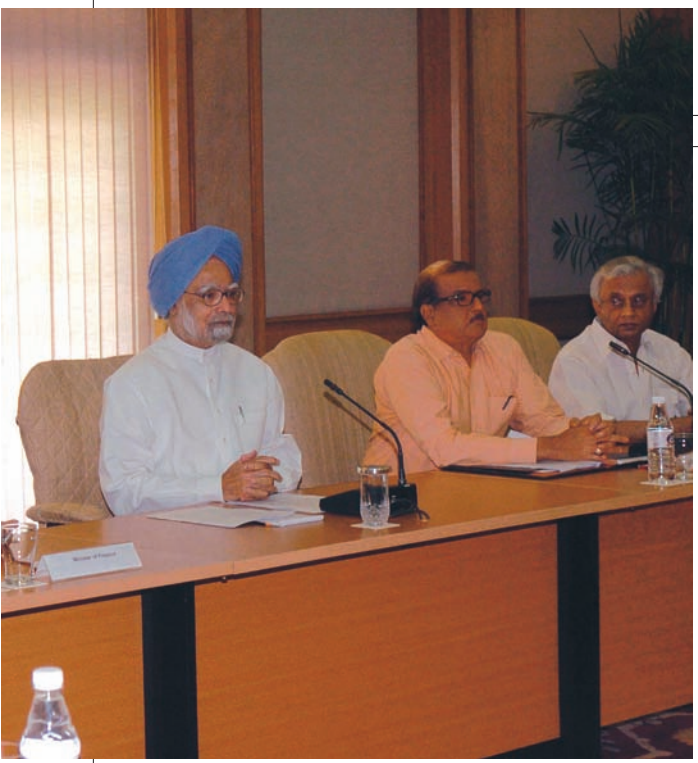
The study finds that higher age group respondents with much more experience are not that impressed with the "feel good factor" of doing public service compared with the rest. In terms of age analysis, it can be concluded that the more the experience with the system, the more negative the perception people develop towards the system.

The analysis on the basis of residency reveals that Indian res-

PIB

PM with Cabinet Secretary (on his left): rarified atmosphere?

Respondents suggested selection, training, performance appraisal, promotion and punitive measures should be brought under the purview of a Special Authority at the Central and State levels. They favoured clear criteria for performance-based promotion.



idents held much stronger negative views about the IAS system compared to their NRI counterparts. The qualification-wise analysis results for negative aspects of the IAS system show that highly qualified people hold strongly the view that "there is no sense of wastage of public money when things are not done efficiently" compared to the less educated lot.

Recommendations

Breaking the Vicious Circle

Reforms ought to be the mantra for the revitalization of the Indian bureaucratic system. It is high time a way is found to break the vicious circle of inefficiency of the system. It is a pathetic fact that only a minuscule minority of the bureaucrats is punished or reprimanded for misdemeanour or incompetence in India.

A plethora of committees has been set up for recommending measures to make the bureaucracy accountable and deliver as per the national agenda. Unfortunately, the suggestions never turned into reality. Innovative mechanisms like a state commission, independent of the government, for appointing bureaucrats could be implemented .Technocrats and specialists need to be appointed at various levels of the bureaucratic system. It is quite interesting to note that it is the technocrats/specialists who have pioneered major reforms in this country. The green revolution, major breakthroughs in the areas of nuclear science, space, telecom and economic reforms were piloted by the technocrats and specialists in India.

The performance of the public service system must be appraised, leadership and teamwork improved and a culture of continuous improvement promoted. The values of probity and political independence need to be combined with newer qualities of leadership, excellence, openness, accountability, productivity and dynamism. The excessive concern with procedures must be replaced by a focus on results. The concerns of Responsiveness, Commitment, Awareness and Accountability espoused by the National Training Policy document formulated by the Government of India for its bureaucracy is in place. However, the challenge for academia is to produce case-studies and innovative training methodology concentrating on human values instead of merely skills.

There should be an effective vigilance mechanism to root out the practice of corruption. Inefficiencies in the bureaucracy can be resolved through enabled power of technology. Appropriate incentives for improved transparency and control of corruption could be provided. g

Establishment of the National Academy of Civil Services (NACS)

There have been suggestions for the establishment of a National Academy of Civil Services (NACS). Interaction with the respondents shows one of them believes that those selected through a preliminary selection process should be trained at the Academy for at least two years as follows:

- First six months training at National Defence Academy (NDA) at Pune or by the Instructors from NDA;
- Next three months, induction (rules, regulations, expectations of the government, etc);
- Next six months, training in rural areas (at least four different places, one each from Northern, Southern, Western and Eastern regions of the country);
- Next four months, training in urban centres, including a metro, a Tier II city and two district headquarters (with appropriate geographical spread);
- On-site training for two months each at one Central Government Ministry and one State Government Ministry.

(Remaining one month being a cushion to take care of movement from one centre/office to another and to meet other contingencies).

Limitations of the Survey

A judgmental/convenient sampling was used as the population universe is infinite, therefore there could be errors in representation of the respondents and it cannot be claimed that the sampling was truly representative.

In view of the sensitiveness of the topic, it may be possible that some respondents might have responded in a neutral range.

Another possible limitation of a questionnaire for this type of survey is misunderstanding of the scorecards used and perhaps inconsistencies introduced by that misunderstanding.

rama naidu

Putting India first

Time for some real soul-searching about the direction in which we are headed

WE are probably the most indisciplined bunch of people globally. There are enough situations to prove that we specialize as firefighters and crisis managers in every walk of life. We wait for a disaster to happen before we lengthen the runway for aircrafts to land safely, we wait for the "rebel Maoists" to kill numerous innocent citizens and hold States to ransom before accepting that the problem is serious enough to call in the armed forces (despite crores of rupees being spent on our intelligence infrastructure), we wait to be recognized as the diabetic capital of the world before we think of how to educate the masses about prevention of non-communicable diseases, we even wait to win a bid for events such as the Commonwealth Games before realizing we need to improve our infrastructure and put our capital city on a par with those of other countries and that our citizens deserve better. Many of us remember that the last big boom in infrastructure was for the Asian Games many moons ago.

How much more will we wait to realize that 63 years have passed since we won independence but we are still globally ranked 114th of 134 countries measured in the global gender gap report 2009 of the World Economic Forum. We have stayed at that position more or less since 2006. Women's welfare is in a pathetic state with women having to give birth on the streets due to lack of basic healthcare. As for infant mortality rate, we stand 53rd in the world with 49.13 deaths for every 1000 live births. More than 40 per cent of our population is still illiterate. The employment rate is 10 per cent, which ranks us 115th globally.

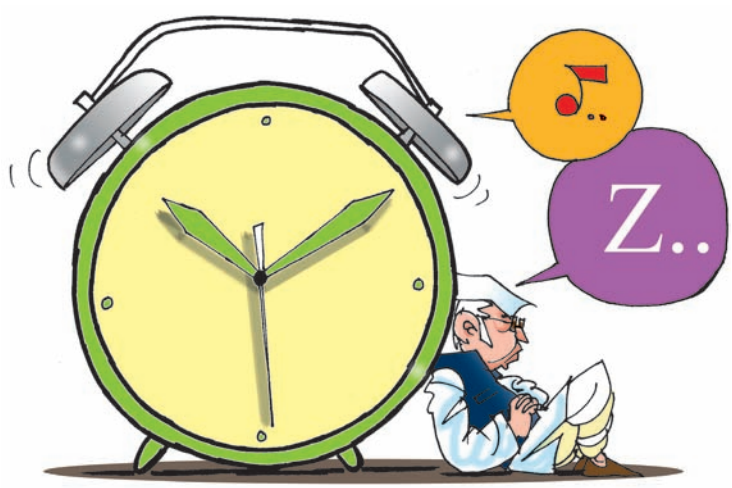


ILLUSTRATION: ARUNA

We still have a sign on NH8 that says "emergency phone" but there's no phone in the vicinity. Exceptions are still made for VIPs when it comes to paying toll, to stopping traffic, to facing six-hour power cuts. When will we be able to prevent such sub-standard work and such complete neglect?

Coming to some fundamental standards, we still cannot get one quality and standard across India for even our road signs. Take a look around Delhi, we still cannot meet international standards on many fronts like quality of bus stops and their correct locations. We still have a sign on NH8 that says "emergency phone" but there's no phone in the vicinity. Exceptions are still made for VIPs when it comes to paying toll, to stopping traffic, to facing six-hour power cuts. When will we be able to prevent such sub-standard work and such complete neglect in the little we do? When will we realize that the citizen comes first?

Going by our track record, there seems to be a deep-seated desire among those who run our systems to ensure we remain at certain levels and standards of living and growth. We do not take any serious action to improve education for the masses since education means the people can make an informed choice – and that could be disastrous at election time. There is little point in making much of growth indices for industrial growth and the GDP holding out, or of how robust our economy has been despite the global meltdown when the stark reality is that 70 per cent of our cit-

izens still live in rural environments in some of the worst circumstances. Nothing has changed for them and nothing may for the next decade.

Our political system has chosen to play big brother to neighbouring countries like Bangladesh and Nepal, pumping in millions of rupees to tackle disaster and debt when their citizens and migrants are stealing the bread and butter of some of the weakest sections of our society by depriving them of jobs even though those jobs may be menial. They are also adding colourful figures to the crime index, making life impossible for our already "run down" police force. The icing on the cake is that to date we do not have an extradition treaty with countries like Nepal when their people commit crimes in India and return to their country, making them beyond our reach. I speak from personal experience on this matter. It makes my blood boil.

Why are we unable to prevent this exodus of humanity slipping into India? Don't we have enough of our own to deal with? The reasons are clear if only we have the moral fibre to accept them: these refugees and migrant workforce do wonders for vote banks so why would any political party want to take action and send them back to their country? For a few lakh rupees, a few pre-election non-vegetarian meals with liquor thrown in, they can make a huge variation in the final vote count. Once again, a sheer lack of will to prevent.

One cannot but wonder if Nandan Nilekani and his enterprise will exclude or include this migrant workforce. If he includes them, then the damage would have been done for ever to our community. If he does not, then your guess is as good as mine on whether heads will roll. Can this be prevented?

WE also need to ask ourselves where our society is headed, where the good old values of our forefathers have gone, why we are today rushing to make the wrong "statements" when TV advertisements exhort us to make a "statement" by buying a fridge worth Rs 1.5 lakh – a sum on which an entire family can live for two years in some parts of India. Are we able to prevent the gross damage and influence that the market and the companies that benefit are doing? Can we restrain the kind of advertisement messaging that is going out or the 3G facility which will open a Pandora's box in the hands of the common man, with mobile companies offering free downloads of wallpapers of "hot babes"? The National Women's Commission is obviously not doing enough to prevent exploitation of women.

With only 29 per cent of our population living in urban areas and with a 2.4 per cent annual urbanization rate of change, where are we going? How can we prevent our "real" population from being left out of the "shining India"? It is time for some real soul searching and profound thinking not only by the politicians of this country but also each and every literate citizen who today lives only for himself or herself and for the immediate family. We need to take people of every walk along for "inclusive growth" – yet another buzz word today with the CII and FICCI.

Perhaps, if each urban household adopts one individual and supports and guides that person to build a life of quality through honesty and hard work, India will change overnight. Otherwise, we will be left with a wider gap between the segments of society – more gaping than what was left behind by the Raj.

True, there are several who are doing their little tasks that make a big difference in the lives of many. There are many such unsung heroes in our society and they will keep striving endlessly and hopefully.

But then this is not about them, this sharing of heart and thought is to make the leaders and drivers in the seats of power change, stop and think, "Have we truly got 'India first' in our hearts and minds?" g

(The writer is founder, HEMA Foundation. The views expressed are personal.)

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INSIDE THE GOVERNMENT

Caution is the current byword

THE market seems to have shrugged off the Greek and Hungarian crises while resuming its upward journey to reach within kissing distance of the psychologically important Sensex level of 18,000. A strong corporate performance for the year 2009-10, especially for the Q4, bumper 3G connection proceeds and satisfactory progress in the disinvestment programme are expected to provide considerable relief to the otherwise precarious fiscal deficit position. The positive outlook on the reforms agenda of the government that sent a signal in the form of a hike in fertilizer prices and the likely freeing of petroleum product prices have been taken very positively by the markets.

The concerns relating to inflation are also downplayed with oil prices running at comfortable levels and the expectation of a reasonably good monsoon. The capital inflows seem to have stabilized with the India story again gaining growth. All this has bolstered confidence in some sections of the government as well as the analyst community who have started talking of the growth rate accelerating to 9 or even 10 per cent – which for some very sound reasons may not be achievable.

Despite all these positives, investors should follow a cautious approach with the markets having run up a lot since most of the positives appear to have been discounted. The Sensex is currently trading at 16 times the estimated profits for the fiscal 2011. It will be too much to expect an expansion in the price earning (PE) multiple. For the markets to rise from these levels will require an increase in corporate earnings and that too at a rate more than what the market expects. However, looking at the analysts' opinions, most of the upgrades appear to have factored in.

Also, a deeper analysis of the Q4 results of corporate India reveal that it was mainly the savings in material costs and interest expenses that boosted corporate earnings, especially of manufacturing concerns. Earnings growth in the current fiscal could therefore be modest. The persistently high food inflation raises the risk of general inflation remaining high since food items account for a very large proportion of the household consumption. With the sharp recovery in growth leading to high capacity utilization, concern regarding pressures building up on the inflation front is quite high.

The current account deficit for the fiscal 2010 has already widened to 3 per cent of GDP. The already high loan deposit ratio of the banking system coupled with lending for 3G and advance tax may lead to considerable tightening with every rise in credit growth. The sharp rebound in the economy has made the asset prices go closer to the peak levels of the pre-crisis period. Ultimate fiscal consolidation by stimulus withdrawal may cap the growth in GDP and increase in corporate earnings. Any decline in capital inflows due to a worsening global scenario or rise in oil prices and the like may give a big shock to the markets by adversely impacting the domestic investment cycle and investor confidence. Abundant caution is therefore advisable before taking any investment decision. Investors should make their portfolio shock proof by replacing junk or risky stocks with value picks.

With the sharp recovery in growth leading to high capacity utilization, concern regarding pressures building up on the inflation front is quite high.

Nakoda Limited

(CMP Rs 13)

FORMERLY known as Nakoda Textile Industries Ltd, the company has drawn up an ambitious plan to make investments of Rs 1,500 crore during the next three years to significantly expand its capacities in the polyester yarn segment and consolidate its operations by further integration following a multi-pronged strategy of backward integration, forward integration, expansion of base capacity and exploring overseas opportunities for inorganic growth. The company has made forays into power and has already commissioned a 6.75 MW wind power plant in Tamil Nadu. It expects total sales of Rs 1495.3 crore in CY10, Rs 1727.60 crore in CY11 and Rs 1763.60 crore in CY12 and net profit of Rs 41.95 crore in CY10, Rs 61.4 crore in CY11 and Rs 65.2 crore in CY12.

The CMP discounts the trailing twelve months' EPS of Rs 3.92 by a PE of just 3.4 as against the industry average of 5.4 and has a Price to Book Value of less than 1 with a dividend yield of good 2.6 per cent. The company has shown a steady increase in its profitability during the last several quarters sequentially. With the first expansion plan about to be completed the profitability will further improve, making the stock a very attractive buy. An investment with a time span of two or three years can give very decent returns with practically no downside risk.

The author has no exposure in the stock recommended in this column. gfiles *does not accept responsibility for investment decisions by readers of this column. Investment-related queries may be sent to gfilesindia@gmail.com with Dr Sood's name in the subject line.*

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For the complete list, see www.gfilesindia.com

TRACKING

For a complete list of appointments & retirements, see ***www.gfilesindia.com***

ARUN MISHRA
The 1976-batch IAS officer of the Uttar Pradesh cadre has been appointed Secretary, Drinking Water.

GOPAL KRISHNA
The 1983-batch IAS officer of the West Bengal cadre is now Secretary of the Sports Authority of India.

RAHUL JAIN
The 1984-batch IRSME officer has been made Secretary, National Commission for Minority Educational Institutions (Joint Secretary level).

ANUP KUMAR THAKUR
The 1979-batch IAS officer of the Assam-Meghalaya cadre has become Additional Secretary, Agriculture in the Government of India.

BASANT GUPTA
The 1979-batch IFS officer has been posted in the MEA as Additional Secretary for CPV Division.

ANIL KUMAR SINHA
The 1979-batch IPS officer of the Bihar cadre is now Additional Secretary (Joint Secretary level) in the Central Vigilance Commission.

PREM KUMAR KATARIA
The 1985-batch IA & AS officer has become Additional Financial Adviser (Joint Secretary level) in the Ministry of Defence (Finance).

SHAHID HUSSAIN
The 1992-batch IRS officer has been appointed Chief Executive Officer of the Haj Committee, Mumbai, for three years.

AK BAL
The 1986-batch IAS officer of the West Bengal cadre has joined as Joint Secretary, Defence and been allotted the Establishment desk in the Ministry.

SADHANA ROUT
The 1984-batch IIS officer is now Joint Secretary in the Ministry of Women & Child Development.

RASHMI GOEL
The 1983-batch IRAS officer has been made Joint Secretary in the Ministry of Home Affairs.

DEVINDER KUMAR BHALLA
The 1986-batch IAS officer of the Nagaland cadre has been posted as Joint Secretary, Coal in the Government of India.

ANAND KUMAR
The 1984-batch IAS officer of the Kerala cadre is now Joint Secretary, Tourism in the Government of India.

SHYAM LAL GOYAL
The 1985-batch IAS officer of the Maharashtra cadre has become Joint Secretary, Fertilisers in the Government of India.

BANASHRI BOSE HARRISON
The 1981-batch IFS officer has been posted in the MEA as Joint Secretary in charge of the Central Europe Division.

KOPPULA RAJU
The 1981-batch IAS officer of the Andhra Pradesh cadre has been appointed Joint Secretary in the National Advisory Council.

RK SRIVASTAVA
The 1984-batch IAS officer of the Jharkhand cadre is now Joint Secretary in the Ministry of Home Affairs (MHA) and been given the disaster management desk.

DEPINDER SINGH DHESI
The 1982-batch IAS officer of the Haryana cadre is now Joint Secretary in the Department of Commerce.

PREETI MADAN
The 1981-batch IES officer has become Joint Secretary in the Ministry of Women & Child Development.

B NAIK
The 1974-batch CSS officer has been promoted to the rank of Joint Secretary, Ministry of Health.

SANJAY BANDOPADHYAY
The 1988-batch IAS officer of the Madhya Pradesh cadre has joined as Joint Secretary in the Ministry of Road Transport and Highways.

AK GULATI
The 1977-batch IFS officer of the Himachal Pradesh cadre has been appointed Director General of the Dehradun-located Forest Survey of India.

MAMTA SHANKAR
The 1993- batch IES officer has joined as Director, Agriculture in the Government of India.

VIKRAM SINGH GAUR
The 1986-batch IFS officer is now Director, AYUSH in the Government of India.

Moving On: ias officers retiring in July 2010

BIHAR
Pran Mohan Thakur (1994)
GUJARAT
JC Rathod (1996)
HARYANA
Raj Kumar (1991)
HIMACHAL PRADESH
Asha Swarup (1973)
JHARKHAND
Ravi Shanker Verma (1990)
KARNATAKA
Brahm Dutt (1973)
KERALA
E Ayyappan (1993)
MAHARASHTRA
Sharwaree Gokhale (1974)
MADHYA PRADESH
Sukomal C Bardhan (1973)
MANIPUR-TRIPURA
SK Choudhuri (1994)
ORISSA
GB Mukherji (1973)
PUNJAB
Satinder Pal Singh (1988)
Megh Raj (1995)
TAMIL NADU
Santha Sheela Nair (1973)
Naresh Gupta (1973)
Syed Munir Hoda (1976)
UTTAR PRADESH
Sujit Banerjee (1972)
Ashok Kumar-I (1973)

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ARUN CHAUDHARY
The 1977-batch IPS officer of the Bihar cadre has become Additional Director (Immigration) in the Intelligence Bureau.

CB PALIWAL
The 1981-batch IAS officer of the Uttar Pradesh cadre has become the Chief Vigilance Officer in SAIL.

LAKSHMI VENKATACHALAM
The 1978-batch IAS officer of the Karnataka cadre has been appointed Vice-President, Asian Development Bank.

ABHISHEK SINGH
The 2003-batch IFS officer has been posted as Under Secretary in the Pakistan Division, Ministry of External Affairs.

SATYA P MANN
The High Commissioner of India to Papua New Guinea has been appointed as the Ambassador to Angola.

BHASWATI MUKHERJEE
The Permanent Delegate to UNESCO, Paris, has been appointed Ambassador of India to the Netherlands.

ARINDAM BAGCHI
The Counsellor in the Indian Embassy, New York, has been moved to the Ministry of External Affairs headquarters.

ASHOK KUMAR ATTRI
The Consul General in Chicago has been appointed Ambassador of India to Denmark.

DILBAG SINGH
The Second Secretary in Prague has been moved to Moscow.

KPR PILLAI
The Director (CPV) in the MEA has been posted in Madrid as Counsellor.

V UMA SHANKAR
The 1993-batch IAS officer of the Haryana cadre is now Private Secretary to Human Resource Development Minister Kapil Sibal.

R SELVAM
The 2001-batch IAS officer of the Himachal Pradesh cadre has become Private Secretary to MK Azhagiri, Union Minister for Chemicals, Fertilizers & Pharmaceuticals.

SHEELA THOMAS
The 1985-batch IAS officer of the Kerala cadre has rejoined as Principal Secretary to Kerala Chief Minister VS Achuthanandan.

JM PHATAK
The 1978-batch IAS officer of the Maharashtra cadre has taken over as CMD of the Rural Electrification Corporation (REC).

PRADEEP BHATNAGAR
The 1976-batch IRTS officer has been posted as Adviser, Traffic Railway Board.

RITA BHATNAGAR SHARMA
The 1974-batch IAS officer of the Uttar Pradesh cadre has joined as Member-Secretary of the National Advisory Council.

ANAND MISHRA
The 1981-batch IAS officer of the Uttar Pradesh cadre has joined the National Technical Research Organisation.

ANURAG
The 1964-batch IPS officer of the Manipur-Tripura cadre has been granted extension for two years as DIG in the CBI.

J ALAM
The 1991-batch IAS officer of the Nagaland cadre is now Commissioner & Secretary, Government of Nagaland.

CK MATHEW
The 1977-batch IAS officer of the Rajasthan cadre has been made Additional Secretary (ACS), Finance & Policy Making, by the state government.

SP SINGH
The 1984-batch IAS officer of the UT cadre has been appointed Principal Resident Commissioner of Mizoram in Delhi.

PANKAJ KUMAR SINGH
The 1988-batch IPS officer of the Rajasthan cadre has joined as IG, CRPF.

RK SHARMA
The 1994-batch IPS officer of the AGMUT cadre is now DIG, Delhi Police.

RAGHVENDRA SINGH
The 1983-batch IAS officer of the West Bengal cadre is now Principal Secretary, Tourism in West Bengal.

PC DALEI
The 1984-batch IAS officer of the Chhattisgarh cadre is now Election Commissioner to the state government.

KRISHNA GUPTA
The 1991-batch IAS officer is now West Bengal Power Development Corporation Managing Director.

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MLA shows Secy who's boss

IT is well known that IAS officers face piquant situations when dealing with politicians. Maharashtra's politicos are no different from their counterparts elsewhere in the country. But an MLA from a constituency in Marathwada who recently bolted to the NCP from the BJP took the cake when he resorted to a bizarre method to make a Secretary clear a file.

On his way to Mantralaya, the MLA stopped at the Lalbaug market and shopped for *puja* items. He then drove to the Secretary's office with his followers and personal secretaries and began performing a Ganesh *puja* outside. The *puja* was rushed through, after which the chanting of the *aarti* began.

As the intonations of the *aarti* — *"sukhkarta dukhharta"* — echoed throughout the Secretariat building, the Secretary sensed trouble in the offing. He quickly called in the MLA and the file was cleared immediately.

Mystery shrouds CBI transfer

TRANSFERS may be routine affairs within the Central and State governments but when an officer is transferred with intention, doubts naturally arise in the minds of his colleagues. Recently, Vineet Aggarwal of the 1994 batch of the IPS' Maharashtra cadre, was transferred from the CBI to the post of Additional Commissioner – Central Region, Mumbai Police.

Now Aggarwal had been making significant leads in the Rs 60,000-crore spectrum scam of the Telecom Ministry and was transferred mid-investigation.

Insiders say the competent and disciplined officer knows more than is acceptable to some people. Though his deputation to the CBI ended in April 2010, the norm is that an officer investigating a sensitive matter is given an extension. However, in Aggarwal's case it was the reverse and the silence of the CBI's top officials only compounds the matter.

Best brains idling away

THE Indian Economic Service was constituted in 1961 with the objective of having an organized Group A service of officers trained

in economic analysis, policy formulation and implementation. The IES has more than 500 officers.

After liberalization, it was felt that economic service officers should be posted in every Ministry to assist the Minister and Secretary on economic issues. These officers enjoy the status of Joint Secretary and are entitled to an office, bungalow and car.

However, every Ministry does not have a regular job for an economist. In most, the IAS-cadre Joint Secretaries perform the task. So most of the IES officers attend office every day but do virtually no work. As a Joint Secretary in Shastri Bhawan remarked, it's a colossal "waste of the intelligent human resources of the Government of India".

Overseas, but Indians all

THE Overseas Citizenship of India Scheme has become very popular as it provides a lifelong visa for travel to India and several other benefits. More than 4,00,000 people have acquired OCI cards. Under the Passport Act of 1967, it is mandatory to get an Indian passport cancelled by an Indian Embassy at a fee of $175. In the case of US nationals, if their old Indian passport was not cancelled within three years of acquiring US citizenship, a fine of $250 is levied in addition to the $175 renunciation fee.

However, the Ministry of Overseas Indian Affairs did not realize that the

OCI/PIO scheme would lead to a furore among the Indian diaspora.

Thousands of emails were sent to the Prime Minister's Office and to A Didar Singh, Secretary, Overseas Indian Affairs, by Indians in the US, UK and elsewhere. Even Minister Vyalar Ravi faced angry questions about this whenever he went abroad. Ultimately, the PMO waived the fees. g

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vol. 4, issue 4 | July 2010

SAIL has supplied over 14000 metric tonnes of steel for the Bandra-Worli Sea link at Mumbai, India

Steel Authority of India Ltd. (SAIL), the largest producer of steel in India, is currently producing around 14 Million Tonnes (MT) of crude steel per annum.

Since its inception SAIL has significantly contributed in the development of all major infrastructure in India. SAIL steel has been and presently is being used in several projects of national importance. A few are listed below:

Sports Infrastructure - SAIL Steel is being used in the upgradation of the Jawaharlal Nehru Stadium, National Stadium & the Talkatora Stadium in order to make them at par with world-class standards for hosting various National & International events.

Chandrayaan - SAIL supplied steel for tanks used to store liquid propellant in the Reaction Control System package of the Polar Satellite Launch Vehicle (PSLV) which carried the Chandrayaan-1 satellite into space.

Airports - M/s Mumbai International Airport Ltd. (MIAL) entrusted the job of modernisation of Mumbai Airport to Pratibha Pipes & Structurals Pvt. Ltd. who have completed a major portion of the job using Plates and SAIL TMT. SAIL Steel has also been used in the modernised Delhi International Airport.

Naval Warship - Specially toughened warship grade SAIL steel was used in the Shivalik, the first Indian warship to be made with Indian steel.

J&K Railway Line - This 340-km-long railway line will join the Kashmir valley with the Indian Railways network. The project area falls in seismic zone-V. SAIL steel is being used because of its reliability and durability.

Power Projects - SAIL is supplying various steel products, for major thermal and hydro power projects such as Barh, Chandrapur, Mejia, Dadri, Jhajjar, Simhadri, Lower Subansiri, Koldam, etc. It is primarily supplying plates, SAIL TMT bars and structurals among other products.

Bandra-Worli Sea link - Promoted by Maharashtra State Road Development Corporation, this link connects the island city of Mumbai with its western suburbs. SAIL has supplied over 14000 metric tonnes of steel for this project.

Delhi Metro - Delhi Metro has become the pride of nation's capital within a very short time. SAIL is proud to be a contributor in making of this metro-marvel.

Irrigation Development - SAIL has provided various sizes and grades of steel for several irrigation projects across the country such as Tapi, Indirasagar, Rajivsagar, among others.

Steel Plants - Most upcoming green-field and brown-field steel plants are depending on SAIL steel for their construction.

Windmills - Suzlon, a renowned name in windmills, is using SAIL steel for setting up windmills in Maharashtra and other regions in India. Plate mill plates in sizes varying from 10 to 40 mm are being used for the wind-mills.

Defence - SAIL is meeting the high quality steel requirements of the Indian defence including that for Aircraft carriers, submarines, etc.

Railways

Hydro Power

Naval Warship

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